

GLOSSARY

Term	Definition
Accountability	The responsibility of program managers and staff to provide evidence to stakeholders and funding agencies that a program is effective and in conformance with its coverage, service, legal, and fiscal requirements. Being obliged to answer for one's actions, to an authority that may impose a penalty for failure.
Accreditation	A status awarded by a certification agency to a candidate that has demonstrated compliance with the standards set forth in the certification program.
Action Plan	A specific method or process to achieve the results called for by one or more objectives. May be a simpler version of a project plan.
Activity	A named process, function, or task that occurs over time and has recognizable results. Activities use up resources to produce products and services. Activities combine to form business processes
Activity-based costing	A business practice in which costs are tagged and accounted in detailed activity categories, so that return on investment and improvement effectiveness can be evaluated
Assessment	By determining a consumer's income, assets, and/or other qualifying factors, determine the consumer's needs for services.
Assessment tool	Assessment tool is the new software that facilitates gathering consumer info, determines the full range of consumer needs, assists the consumer in making choices of what services they want, and ultimately generates an application for services when appropriate.
Benchmark	A measurement or standard that serves as a point of reference by which process performance is measured.
Best practice	The methods and achievements of the recognized leader(s) in a particular field.
Business Case Analysis (BCA)	The process of reviewing a strategic or tactical business plan to determine the financial justification for proceeding with it. Typically a successful business case will be one which returns all financial outlay within a three (3) year time period.
Business Model	The business model spells-out how an organization fully utilizes its resources in a cost-effective manner.
Business Modeling	The method by which an organization to tests operational and financial planning assumptions, model processes and activities, and determines optimal use of resources.
Business model laboratory:	The business model laboratory is the collection of

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	<p>automated and procedural activities which provide a method for collecting, storing and analyzing business choices for effectiveness and return on investment. Factors include the following:</p> <ul style="list-style-type: none"> -Policy Development -Project Planning and Management -Information Production, Dissemination and Sharing -Human Resources -Staff Growth and Development -General Services (peripheral hardware and equipment) -Accounting Management
Business Objective	The business aim or goal intended to be attained (and which is believed to be attainable)
Business Process Reengineering	The activity by which an enterprise reexamines its goals and how it achieves them, followed by a disciplined approach of business process redesign. A method that supports this activity.
Business Requirement	A high-level business objective or criteria which must be met by an organization's members, affiliates, or suppliers.
Business Simulation	The imitation of the reality for studying the effect of changing parameters in a business model as a means of preparing a decision.
Capstone	Finishing touch: a final touch; a crowning achievement; a culmination. Derived from the term for a stone that forms the top of wall or building.
Certification	A process, often voluntary, by which individuals or organizations who have demonstrated the level of knowledge and skill required in the profession, occupation, role or the competent use or support of a product/service, are identified to the public and other stakeholders.
Change Control Officer (CCO):	Change Control Officer is the individual responsible for ensuring that the organization complies with all aspects of its change management policies and procedures (see change management)
Change Management:	<p>Change Management is the process of actively planning for an instituting change in an organization. That change may include:</p> <ul style="list-style-type: none"> - The main business and its finances - Information Technology - Relationships with vendors and partners - Relationships with end consumers - Security <p>Or any aspect of the organization.</p>
Charter	Official document, usually grant of privilege or

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	responsibility.
Checkpoint	An event, place, or point in time where an item is stopped for inspection and clearance. Originally a frontier at which travelers were stopped, the term has evolved to include a stopping point for inspection and clearance of projects, service continuums, long-running data updates, or just about anything that requires review and acceptance before continuation.
Collaborative	Collaboration, literally, consists of working together with one or more others. A collaborative effort therefore is one which involves several working together toward a common goal.
Community-based services:	Services that are provided within the community from community partners, including VSSS
Compensation banding:	Compensation Banding provides for a better-organized and simplified classification and pay system that recognizes the market value of jobs and rewards high performance as opposed to just seniority.
Competency	Knowledge, skill, ability, or characteristic of an individual or organization associated with high performance on a job.
Composite application	The composite application or “tool” is the software which permits single point of collection for all consumer and other information. The assessment tool is a component of the composite application.
Configuration Management Plan:	The configuration management plan includes all aspects of technology-related change, including cost, timelines, and capabilities.
Consumer	Synonymous with customer or client, the consumer is the individual receiving services from VSSS.
Consumer service center	The consumer service center is a one-stop call center for all consumer-related issues, questions, and needs.
Consumer Services Coordination Team:	The Consumer Services Coordination Team is team of VSSS employees and community partners who together assess and provide the full set of services that VSSS and its partners are capable of delivering. The team which delivers these diverse services is also known as “multi-disciplinary”.
Consumer Survey	The consumer survey is the set of questions need to be asked to assist VSSS in determining its own performance via outcome of the consumer experiences.
Consumer-centric:	A consumer-centric organization is one which centers its operation for the benefit of the end customer.
Core Functions:	The core functions are the main actions or purposes for which the To-Be Business Process is designed. The Core Functions are:

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	<ul style="list-style-type: none"> • Consumer Services • Partnership Development • Operations Management • Strategic Planning
Cornerstone	Basis: the fundamental assumptions from which something is begun or developed or calculated or explained. Derived from the term used for a stone in the exterior corner of a large and important building, usually carved with a date and laid with appropriate ceremonies.
Cost-benefit analysis	A component of Business Case Analysis, cost-benefit analysis is a technique used to compare the various costs associated with an investment with the benefits that it proposes to return. The benefit may be of either tangible or non-tangible valuation.
Critical Area of Performance	An aspect of performance within the organization that critical to its overall mission. For example, "Provide full needs assessment on first contact".
Dynamically Co-located	Service delivery staff may provide service in a consumer's home, a mobile office detailed into a community, a community-based partner's office, a housing development, or other.
EBT	A type of EFT system involving the transfer of public entitlement payments, such as welfare or food stamps, through direct deposit or point-of-sale technology
EFT	A transfer of funds between accounts by electronic means rather than conventional paper-based payment methods. EFT is any financial transaction originating from a telephone or electronic terminal, or from a computer or magnetic tape.
Employee self-assessment:	The employee self-assessment is the set of responses to a pre-defined topics or questions that a VSSS worker would provide regarding an evaluation of their job performance over a specified period of time.
Enterprise Change Management:	Enterprise Change Management is the act of managing change across the entire organization as opposed to managing change within a department or across a limited scope of determinants.
Error Prevention: (QA, Fraud, Appeals)	Error Prevention is the global term given to managing mistakes, associated cost, and ramifications related specifically to the areas of Quality Assurance, Fraud, and Appeals. A significant and lasting error rate reduction to achieve a substantial and continued increase in individual and organizational effectiveness.
Financial Services	Formally described as "benefits", these are payments

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	issued from or authorized by VSSS to a consumer for the purpose of fostering independence. Example is TANF.
Foundation	The basis on which something is grounded, derived from the support structure that serves to transfer the weight of a building into the ground.
Functional Requirements	Functional requirements describe what tangible outputs are produced by a software solution for a given set of inputs. Functional requirements also include behavior rules, standards, policies, and other factors from the business perspective that affect what the software needs to do to the inputs in order to provide the specified outputs.
Household:	The household represents the entire group of people living together under a single roof associated to the target consumer. Under the concept of serving the entire household rather than just an individual, needs assessment will be given for all such individuals.
Holistic	Relating to or concerned with wholes or with complete systems rather than with the analysis of, treatment of, or dissection into parts.
Indices	An index (pl. indices, sometimes indexes) is a pointer to specific information or a specific condition.
Infrastructure	The underlying foundation or basic framework, as of a system or organization.
Integration	The act of combining or coordinating several parts or elements into an entire whole.
Interactive Voice Response (IVR)	Interactive Voice Response (IVR) is a software application that accepts a combination of voice telephone input and touch-tone keypad selection and provides appropriate responses in the form of voice, fax, callback, e-mail and perhaps other media.
Integral Processes/Activities	Integral Processes and/or Activities are those which are necessary for a specific function to be completed. For example, the assessment activity is integral to the Consumer Services core function.
Inter-Disciplinary	Interdisciplinary work is that which integrates concepts across different disciplines. An interdisciplinary team is a team of people with training in different fields.
JTS	Juvenile Tracking System is the juvenile court's computer system.
Keystone	Anchor: any person, place, object, or concept which is a central cohesive source of support and stability. Derived from the term used for a central wedge-shaped stone of an arch that locks the other stones together.
Lessons Learned	Lessons Learned represent the complete set of knowledge gained from having been involved in a

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	specific activity. For example, what statements made to an irate consumer caused further negative interactions as opposed to those statements and actions which tended to diffuse the situation.
Meeting/exceeding state standards	Meeting or exceeding state standards is the general term given to providing service in a manner more timely than state (and federal) standards would require.
Memorandum of Understanding	Existing method by which VSSS secures performance agreements with partners and vendors; this will be replaced (over time) with the more robust Service Level Agreement.
Milestone	A pre-established date in time, used to define a important events such as a level completion, some level of completion on which other elements depend, or the delivery date.
Modality	The type of communication channel used for interaction. This might be visual, a gesture, or based on speech. It also covers a way an idea is expressed or perceived, or the manner in which an action is performed.
Multi-disciplinary team	A multi-disciplinary team (as it applies to VSSS) is the group of social services employees and community partners working collectively to develop and provide services to the consumer.
Need to Know:	Term used to describe the compulsion of a worker possessing information about a consumer in order to provide service to that individual. For example, a worker may need to know a consumer's income level but does not need to know if he/she ever violated drug abuse laws.
Non-functional requirements	All of the requirements that are related to how a software solution is implemented. The major categories of nonfunctional requirements are size, performance, and reliability. However, any requirement that does not determine what outputs are produced from a given suite of inputs can be regarded as a nonfunctional requirement.
Non-proliferation agreement	Non-proliferation agreement is the term given to restricting the amount of information stored about a consumer, and to whom it may be given. It may restrict both internal departments as well as partners or vendors.
Operational Modality	Composite view of the organization's work: tools, practices, business methods
Operations Management	The efficient and effective implementation of the policies and tasks necessary to satisfy an organization's customers, employees, and management
Outcome	A description of the intended result, effect, or

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	consequence that will occur from carrying out a program or activity. (OMB). A long-term, ultimate measure of success or strategic effectiveness.
Out Station Service Sites	Offsite non-VSSS location where a consumer may obtain social services.
Partnership Development	An organization works more effectively when it has mutually beneficial relationships, built on trust, sharing of knowledge and integration, with its partners
Peripheral Processes/Activities:	Peripheral Processes and/or Activities are those which support a specific function, but are not necessary for it's completion. For example, a military family advocacy program is peripheral to the CPS Intake function.
Performance Evaluation	An evaluation that compares actual performance with that planned in terms of both resource utilization and production. It is used by management to redirect program efforts and resources and to redesign the program structure.
Performance Management	The process of defining a mission and desired outcomes, setting performance standards, linking budget to performance, reporting results, and holding public officials accountable for results.
Performance Metrics	Metrics are the set of measures by which we judge the performance of an organization, individual, objects, or systems. For example, system availability is a metric which could be applied to the OASIS as part of a service level agreement between VSSS business and IT departments. Another metric could be the service delivery turnaround time between the application and receipt of food stamps.
Performance Standards	The metric against which a complete action is compared.
Pooled client data	Pooled client data is the collection of all the information gathered from the first point of contact with the consumer to the completion of service delivery including external community-based services
Process	A process is a series of inter-related activities, steps, and tasks leading to a pre-defined outcome
Project Management	The application of knowledge, skills, tools and techniques to a broad range of activities to meet the requirements of the particular project.
Protective Services	Protective Services collectively refer to physical protection for vulnerable household members from abuse, neglect, and/or exploitation including both children and adults.
Quality Management Plan:	A quality management plan includes all of the activities associated with ensuring the organization performs in accordance with pre-established performance standards.

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	This may include Information Technology as well as specific targets for the business or service delivery.
Real time access vs. real time data:	Real-time access refers to the ability to perform data inquiry in a system right now; it does not guarantee the data will be current, however. Real-time data on the other hand refers to current, up-to-the minute data (such as airline reservations or balances on an ATM).
Risk Management	The activities associated with mitigating risks to the organization, which may include financial, business, security, or other threats.
Root Cause Analysis	A technique used to identify the conditions that initiate the occurrence of an undesired activity or state.
Scope Management:	Scope management is the activity associated with limiting the depth, breadth, or complexity of a given effort. This may be specific such as IT project, or as
Score card concept:	Periodic evaluation of the organization, department, or individual with respect to performance measures.
Self-directed self-service:	Self-directed self service is the term given to the consumer's ability to use VSSS systems remotely to perform needs assessment, status inquiry, or other services at the time of the consumer's choosing.
Self-directed:	The term "self-directed" as a stand-alone term refers to the consumer's ability to determine service needs without additional assistance from VSSS or its partners.
Service Level Agreement (SLA)	A binding contract between a business entity and a service or data provider which formally specifies performance measures and acceptable fault tolerance for delivery of that service or data.
Services	Services include the full range of social services and benefits, which include financial, protective, and supportive services.
Signed services request (initial contact)	Synonymous with an application for services that has been signed by the consumer pending action by VSSS.
Social Justice	Social Justice is the respectful interaction with the consumer at all levels; equitable sharing in decision making, informed choices, self-selection and direction; trust and a spirit of cooperation; accountability.
Staff Growth and Development	Training
Staff mobility	The ability for VSSS staff and partners to fully serve the consumer though automated, mobile, and/or wireless connection to VSSS systems.
Step	Measure: any maneuver made as part of progress toward a goal. Part of an activity which in turn is part of a business process.
Stewardship	In general stewardship is responsibility for taking good care of resources entrusted to one.

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Strategic Planning	A decision-making process in which decisions are made about establishing organizational purposes/mission, determining objectives, selecting strategies and setting policies. "Strategic" refers to the process of positioning the organization for strength and advantage as if in warfare.
Supply Chain	A sequence of activities and organizations involved in producing and delivering a good or service.
Supportive Services	Services provided to consumers for the purpose of facilitating the independence. Some examples are case management, medical or psychological counseling and supervision, child care, transportation, and job training.
Task	Undertaking: any piece of work that is undertaken or attempted. Component of a step, which in turn comprises an activity, which in turn makes up a business process.
Traceability	The ability to trace a part, component, or ingredient back to its source.
Transparency	Client has ready access to own case information via self-service
Universal	The abstract character exemplified in all particular things of the same type.
Vision	The farthest horizon imaginable at the present time for the future of the organization. Derived from the ability to detect an image with the eye or perceive as if the eye were seeing the image.
Web-based	Information and/or an application made available via the World Wide Web or Internet.
Web conference	Web conferencing is used to hold group meetings or live presentations over the internet.
Web-enabled	A hardware and/or software system designed or updated to function over the Internet or connect to it.
Work Group	A small number of persons engaged in a collaborative activity to attain a specific objective.
Workload Compression	The degree to which a worker experiences reduction of the time it takes to complete his/her normal job tasks as a result of improved business methods and effective utilization of technology.